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President's strategic initiative report

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President's Strategic Initiative Report

July 13, 2010

To: AAH Members

From: Greg Weymire

In January 2010 I convened an ad hoc committee and charged the group with providing input on two broad issues: (1) Structure & Governance, and (2) Strategic Initiatives.

The issue of structure & governance centers on whether the Academy would be better served by an alternative governance arrangement. Two primary alternatives were considered. One was to consider broadening the Academy to be an international group that would seek members across the globe. A second alternative was one where the Academy would seek status as a formal section of the American Accounting Association.

The issue of strategic initiatives dealt with identifying targeted initiatives that could be developed to increase awareness of history among accounting academics. This issue is clearly related to the structure & governance question in that both are motivated by concerns over the declining membership in the Academy.

A fuller description of both issues is in the memo I sent to committee members, which is attached as an Appendix to this document.

In this memo I will summarize some issues that I'd like us to discuss when we meet in San Francisco this August. There are no recommendations included in this memo; my only desire at this stage is to further the conversation. Clearly these are complex issues, and much more work is required should we collectively decide to make major changes in how the Academy is managed.

As to next steps, we will get feedback from the AAH membership in two ways. First, this document will provide the basis for a discussion at the AAH meeting in San Francisco during the AAA meeting. I'll also be discussing this during the meeting at Columbus in October. Also, since many will not be in Columbus or San Francisco, we will be doing online surveys to solicit input from members. My hope is that after getting this input, the committee can draft some recommendations that might be implemented in the near future.

Structure & Governance

The International Option

There was some favorable sentiment among committee members for the international option. However, it was also recognized that it would involve a long and complicated process to define exactly what this would be. One comment supported this option so long as it was broad to extend beyond the domain of accounting research:

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Read quickly the document and as immediate reaction I tell you that I am all in favour of making the AAH an internationally independent organization. However, this can happen, in my view, only if a strong strategic change is implemented. That is changing from the Academy of accounting historians, mainly an accounting scholars' issue, to the academy of the historians of accounting, a new disciplinary space which would involve accountants but also historians, sociologists, anthropologists and scholars in the area of the studies of science, finance and technology.

In order to do this, a change which, in my view would require at least three years, an enormous amount of networking is involved and an enormous intellectual effort to make the proposal sensible and palatable to scholars in that area, who are rigorous and see accounting historians with a suspicious eye (I have lived that on my skin, in some areas, although I have equally been rewarded by open minded historians with comments on my work as if I were a 'true' historian).

Another committee member voiced support initially for going the international route, but in the end was less enthusiastic after further discussion:

My ideal Academy of Accounting Historians is an international organization, with increasingly formal links to (a) broad accounting academic organizations (AAA, CAAA, EAA, etc.), (b) national accounting history organizations (Japan, Italy, etc.), (c) business history organizations and (d) accounting practice organizations (AICPA, ICAEW, IFAC, etc.). I don't think that it can be merely an umbrella organization for accounting historians worldwide (although that is the sharpest definition of the proposed entity) but should be thought of more as an important node in an international and cross-disciplinary network/matrix.

At the same time, several committee members were not supportive of this route, and this sentiment was not limited solely to North American committee members. Thus, it would seem that there is not overwhelming support for this alternative at this stage in light of the substantial costs associated with making this a viable option.

The AAA Section Option

One committee summarized the "best case" for the Academy as an AAA section as follows:

I am strongly in favor of the Academy of Accounting Historians becoming affiliated with the American Accounting Association (AAA) for the following reasons:

1. Being part of the AAA would provide a permanent base of operations for the Academy.
2. If the Academy is a section of the AAA, joining and paying dues will be as simple as checking off a box on the annual AAA dues statement. A number of schools pay AAA and section dues for faculty. The ease of paying dues should encourage more AAA members to join the Academy. Currently only those with a strong commitment to accounting history incur the added effort and expense to join a separate entity. Those with lesser commitment might be more inclined to simply check a box.
3. Younger faculty members might be more interested in being active and holding of-

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- ficer positions in the Academy as an AAA section because they might view this as a route to becoming more visible in the AAA. Two Academy officers would be members of the AAA Council and could be the route for an Academy member to become a leader in the AAA, which could only help the Academy.
4. The declines in membership among U.S. and non-U.S. members are almost the same and have both been declining at about the same rates for several years, which would indicate a global decline in interest in accounting history. Past efforts to increase membership have not been successful, so it is time to try something drastically different. The increase in new members who check the box on their AAA dues statement would likely more than compensate for the loss in foreign members who do not want to join the AAA.
 5. As an AAA section, the Academy would be insured of having slots for papers to be presented at the annual and regional meetings. Also, the Academy could have access to meeting rooms in the convention hotel. This lack of accessibility to presentation slots and meeting rooms has been an enormous problem in the past. In order to maintain and enhance visibility among academicians, accounting history has to have visibility at AAA meetings. Faculty members will not be interested in pursuing history research projects if there are limited or no outlets for presentation. Attendance at Academy meetings should increase if the meetings were held in the convention hotel and advertised in the AAA program.
 6. The Accounting Historians Journal would gain heightened respect and visibility as an AAA publication. Many schools automatically assign higher value to AAA publications in their tenure and promotion review documents. This heightened respect should also result in better rankings in the many studies that rank journals. Younger scholars would be more likely to pursue accounting history research if the primary publication outlet had more respect and counted for more credit in tenure and promotion applications.
 7. A number of the leaders of the Academy are nearing retirement. In order to maintain continuity and viability, the Academy needs a long-term plan for survival. Currently, the Academy of necessity relies too heavily on a small number of key members and Tiffany Welch in the headquarters in Cleveland. There is no plan of succession. AAA would provide that much-needed plan of succession.
 8. While it is critical to maintain connections with non-U.S. accounting historians, the Academy has not been the best vehicle for providing this interaction. In general, accounting historians tend to pursue studies in accounting history in their own geographical regions due to availability of primary sources and knowledge of the general history and culture. Many of these historians have limited interest or knowledge in the accounting histories of other regions. For those who do have a more global perspective there are other organizations and meetings that offer an international forum. The Academy should always maintain communications and relationships with these international groups, but this could be done as a section of the AAA.
 9. Despite the availability of email and the Internet, there have been problems in communicating and networking with Academy members from around the world. While it is vital to maintain global connections with accounting historians, trying to serve international members through the Academy may not be the most efficient vehicle. The International Accounting Section of the AAA has been successful and the Academy should also be able to maintain international involvement as in the past.
 10. As stated above, there is a general and global decline in interest in accounting history. The interest in accounting history seems to be cyclical. The Academy needs to be positioned for the hoped-for-renewal of interest at some point in the future. The long-

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term viability of the Academy would be much more secure as an AAA section.

Another committee member supported this position with the following statement:

I read your email with interest. I have been in favour of your proposal for some years now and I think you have argued the case with great eloquence. It is persuasive for all the right reasons.

Outside the US, in other circuits and conferences, accounting history is prospering. Garry Carnegie's international accounting history conference moves all around the world, for example and attracts exciting young scholars from Europe and many other places. I am co-guest editing a special issue of his journal that will draw from the upcoming conference in New Zealand in August.

If the Academy does not affiliate with the AAA, then I fear for its future.

At the same time, trying to become a section of AAA is not without costs and difficulties as well. Two potential problems are that we could lose membership due to the non-trivial cost to join AAA. Also, AAH members would sacrifice some degree of control of the Academy by bringing it under the AAA umbrella. One member summarized these concerns as follows:

I personally would prefer a variation of the status quo. I am a member of the AAA. However, membership to the AAA is not inexpensive. I feel that I have gained much greater value from AAH membership than that of the AAA. I currently don't believe (I don't know for sure) there is a way to join a section without joining the AAA completely. Therefore forcing members to join the AAA might cause us to lose more of our current international members who do not want to officially affiliate with the AAA for cost (or philosophic reasons). On a separate issue related to 501(c) status, it seems that unless they were properly structured, we might have some of our special endowment funds placed in legal jeopardy (again, I don't know for sure). So personally, I would not prefer the Academy to be an appendage of the AAA and lose control of the organization. Though we might have declining numbers we are currently financially stable, have reasonably well attended conferences, and a respected journal (though I believe it should generate more outside respect than I think it does). Though numbers are declining, I don't believe we are necessarily at a status quo. In the last two years we have executed MOUs which have not been developed or utilized to any great extent. I feel we should push these MOUs and establish other MOUs to increase the vitality and viability of the organization before making huge structural changes.

Though I personally do not want us to become an official part of the AAA, I would like to see us develop our relationships further with the AAA. I think we should see if we can further explore the MOU with the AAA. Is there a way that we might offer slightly cheaper membership to AAA members and they offer nominal discounts to be part of AAA. Is there a way that though independent that AAA members can join us when a person joins other AAA sections. Given that substantial numbers of the AAH members are also AAA members, I assume the AAA might be willing to listen to us.

Thus, it seems at this stage that the committee has some support for the AAA option and

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less enthusiasm for the separate international society option. The next step on the “to do” list is to get additional input on this issue from members. If there is sufficient support for the AAA option, then we could explore more seriously what would be involved in such a change.

Strategic Initiatives

The committee has suggested several strategic initiatives that I summarize in this section of the memo. These suggestions are preliminary and would need more work to fully develop. The specific suggestions fall under two broad headings, which are clearly interrelated. One is increasing general awareness of history in the broader academic community. The second is “mainstreaming” the research literature in accounting history. Specific suggestions are noted below in bold.

1. Training & resources for accounting history scholars.

This would involve demonstrating to researchers how to identify history-rooted research questions that inform the contemporary debate and how to carry out research projects that brings evidence to these questions. Training and resources could take several forms:

1a) Publications about conducting history research.

1b) Continuing education-type sessions at forums such as the AAA Annual Meeting. For example, we could offer history education sessions that would demonstrate the value and importance of history-based research for the current academic literature and the state of the art in contemporary practice. This and other developmental resources could be focused on upgrading the history-related inquiry skills of tenured faculty. This would build a deeper bench of leaders that accept, applaud, and reward history-related research. This group of scholars would then be available to mentor junior faculty and doctoral students.

1c) Mentoring via author teams comprised of historians and talented faculty that possess classic research skills but currently lack the training in history-based research.

1d) An accounting history research synthesis that summarizes the state of the art and also identifies rich opportunities for future research. A well-conceived manuscript published in *AHJ* would be great for the *AHJ* value proposition. If developing scholars found dissertation topics and strong research concepts in such a piece, they would certainly return for more.

2. Teaching Resources

2a) Putting accounting history back into our main accounting textbooks.

We are unlikely to attract students with an interest in accounting history to doctoral programs if they have no prior exposure to accounting history. The AAH could seek to partner with a publisher to incorporate accounting history in its line of textbooks as a differentiation strategy. AAH could also partner with NASBA, IFAC and similar organizations to promote accounting history education on par with ethics and other initiatives.

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2b) Compilations of accounting history teaching resources on the website.

The AAH should maintain an ongoing collection of syllabi for accounting history classes at the doctoral, masters and undergraduate levels to make it easier for accounting faculty to (re) introduce accounting history courses. For example, Bisman (2009 *AHJ*) can help make the case for an accounting history class in a master's program, and her syllabus and lesson plans could form an online supplement to her article. Even an extensive list of the types of materials listed on pp.140-1 of that article would be useful to those developing a new class in accounting history.

2c) Development of Teaching Cases.

Academy members should be encouraged to write teaching cases that could be used in accounting classes. To illustrate, Caplan's (2003 *Issues in Accounting Education*) case on the Barbary Pirates at the introduction to a managerial accounting class is useful as it demonstrates that concepts like opportunity costs and relevant costs have been used to make decisions for a long time.

2d) Video Lectures on the History of Accounting Thought

The American Finance Association links from their homepage to a "History of Finance" page, where they post video interviews with "Masters of Finance" such as Harry Markowitz, William Sharpe and many others as well as a series of lectures on "History of Financial Thought" (see <http://www.afajof.org/association/historyfinance.asp>). These videos represent guides to the intellectual history of finance research, and present the context in which important developments were made. It would be great to have a similar chronicle of the impact of the changes in accounting research by the people who did them. Such lectures could be posted on the AAA website as well as AAH, and lectures/interviews could be taped in conjunction with election to Accounting Hall of Fame. In addition, perhaps the AAA/AAH could post the better plenary lectures from the AAA Annual Meetings. Denise Schmandt-Besserat's lecture at the 2007 AAA annual meetings was a landmark event, and much of the membership will have missed it.

2e) Exemplars in Accounting Thought

The American Economic Review celebrated its 100th anniversary recently, and has announced that it will compile the Top 20 Articles published in it; the *Financial Analysts Journal* had a special issue on its 50th anniversary (Vol. 51 No. 1, February 1995). The *Journal of Accountancy* had its 100th anniversary in 2005. Perhaps AAH could initiate a special issue(s) on the best articles over the last 100 or even last 50 years. We could institute voting on papers by decade (say 2 best papers per decade) on AAH website or jointly with AICPA. I think *Accountant* (London) is even older. A similar attempt could be organized with them or with *Accounting Review* (83+ years).

3. Academic-Practitioner-Regulator Conference

The Institute for Chartered Accountants of England and Wales (ICAEW) holds an annual series of Information For Better Markets conferences for academics, practitioners and

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regulators. These high profile conferences frequently include an accounting academic who articulates a historical perspective on the issues being debated. The AAH could start an annual conference along similar lines. Speakers/panelists could include accounting historians and prominent mainstream accounting academics, as well as practitioners and regulators with relevant prior experience. If a full conference is too ambitious, AAH might create “headline panel sessions” at the American Accounting Association meetings to identify and discuss parallels between current accounting events and historical antecedents. This could be done in partnership with the AICPA, FEI and other practitioner organizations.

4. Initiatives to Increase General Historical Awareness

4a) Intellectual History of Accounting Timeline

The American Economic Association sent a calendar to all its members this year with important dates from Economics research, birthdays of Nobel Prize winners, old (sepia) pictures, etc. (<http://www.aeaweb.org/calendar/>) The AAH could do something similar to remind accounting faculty of their disciplinary history. This could be supplemented with a daily feature on the AAH webpage along the lines of “This Day in Accounting History” and we could then ask AAA and other organizations to link to the page. Ideally, we would like to draw audience from AAA, CAAA, EAA, AICPA, ICAEW, IFAC, etc. to AAH webpage on a frequent basis.

4b) AHJ Back Page

The Journal of Political Economy uses its back cover to quote instances of economic thinking in literature very broadly defined (includes both fiction and nonfiction). AAH could promote a similar interest in historical references to accounting by all accounting academics, whether in the Bible, the novels of Walter Scott or books on military history. This could be another feature on the AAH webpage or back cover of AHJ.

4c) History of Big Issues in Accounting

Perhaps we could create a webpage on the Big Problems/Issues in Accounting identified in accounting journals over the last 100 years. The discipline of mathematics has been guided by Hilbert’s 23 problems published in 1900, which are widely regarded as the biggest challenges facing mathematicians (some are still unsolved and solutions to others are not universally accepted). (<http://en.wikipedia.org/wiki/Hilbert%27sproblems>)

APPENDIX

Strategy Committee

Academy of Accounting Historians

Focus and Next Steps

January 2010

This memo follows up on the correspondence and conversations I’ve had with several

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persons over the past several months about the future direction of the Academy. My objective here is to define the committee's charge and lay out a plan for how I'd like us to go forward.

My sense is that the Academy faces three interdependent areas of concern that we must address. First, the academy's long-term viability is tenuous. This is reflected in the academy's membership numbers, which show a consistent downward trend going back to the early 1990's. In my opinion, this raises issues related to the long-term goals and governance of the Academy. Second, we have unexploited opportunities, as articulated in the report by Steve Walker from 2007. The recommendations from that report suggest some actions that might be quickly implemented in response to member needs. Third, while Academy members are doing work that they find individually rewarding, this enthusiasm does not translate more broadly to the Academy as a whole. This is reflected in the fact that Academy is fighting a losing battle against demographics (especially acute in the United States) such that (1) the existing membership base in the US is gradually aging, and (2) the leading accounting doctoral candidates in the US have no interest in studying history.

To make some progress in these areas I intend for us to consider two issues forces described in the rest of this memo.

Structure & Governance

Our charge on this issue is to prepare a report to be made available to the members for discussion at the Academy Business Meeting at the 2010 AAA Annual Meeting in San Francisco next August. This report should cover issues of the structure and governance of the Academy.

The Academy is characterized by a state of inertia and if it continues on its present path, it will wither and die. I see the main question to be whether the Academy should remain an American organization or will fully globalize to link directly with the sizable groups of accounting historians in other countries.

Two paths are available to us as we move forward. One is to maintain the U.S. focus of the Academy with the longer-run goal to move the Academy under the umbrella of the American Accounting Association. Another path is to establish a new organization that would globalize the intellectual activities of the Academy to include a more global member base. These two options are apparent in a basic tension: the Academy has strong roots in American accounting academia, but the membership is increasingly drawn from countries other than the United States.

My preference is to globalize and reorganize the existing Academy pulling together historians from throughout the world. At the same time, I recognize that many hold the alternative view that the Academy ought to remain firmly rooted as a U.S. institution. In addition, the Academy seems to be organized such that this path is the default option absent strong action to discard the status quo. I see this as the core issue to be addressed

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in our structure and governance recommendations.

We should also consider ways to streamline the Academy's committee structure. As it presently stands, the committee structure is a bit burdensome and characterized by duplication of related efforts — e.g., in determining awards.

To better link with the Walker Report, the recommendations of that earlier report that are relevant to this group are as follows:

Measures to affirm the status of the Academy as the international disciplinary association in accounting history:

- Alter constitutional arrangements (particularly in relation to the Board of Trustees) to permit geographical (national or regional) representation on a proportional basis. (Points of reference: structure of the Council of AAA, Board of EAA and AFAANZ, Executive Committee of BAA.)
- Officers to be elected by members on the basis of nominations submitted to the Board of Trustees (as opposed to a Nominations Committee).
- National accounting history organisations in Italy and Japan are anxious to develop closer relations with the Academy. These organisations should be offered affiliate status and their members reduced subscriptions. Similar relationships should be cultivated with any other national organisations formed in the future.
- The Academy to assume responsibility for the World Congress of Accounting Historians. (Point of reference: Trustees meeting in August 2002 confirmed the Academy's role in providing leadership in the appointment of conveners of World Congresses in the future.)

Measures to improve administration and policy development:

- Appointment of a (full-or part-time) salaried manager of the Academy.
- Consider whether the administrative centre should move to wherever the President is based. (Note also that some disciplinary associations pass their administrative functions to the commercial publisher of their journal).
- Review organisational objectives, and restructure committees and offices to focus on new organisational priorities (research, publication, interest representation etc).
- Presidential term to be extended to two years with a view to facilitating continuity in policy making and implementation.
- Establish a timetable for future reviews of the Academy and a standing committee to develop and oversee the implementation of strategic plans.

Strategic Initiatives

We will also prepare a brief report for discussion in San Francisco next August that provides specific recommendations for implementing a small set of targeted strategic innovations. The intent here will be to develop targeted initiatives that can foster the longer-term growth of accounting history as a subject matter for scholarly inquiry. In my view, the basic problem here is that the study of accounting history generally and

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the Academy of Accounting Historians specifically are simply irrelevant to the overwhelming majority of accounting scholars throughout the world. We can justifiably bemoan this tendency, and we can even recognize and deride the ignorance of the masses. But, it still is our collective responsibility to try to alter these outcomes by constructively making the case for the study of accounting history. Accordingly, I believe there are opportunities in the areas of publications as well as outreach & disciplinary development. I provide some suggestions below, but these are intended only as “food for thought.”

A few examples are as follows:

(i) *Commentary on the History of Important Contemporary Issues*

Accounting historians have a comparative advantage in contributing to current policy debates by informing others of the history of past debates. For example, attempts to implement “fair value” accounting are not new. Accounting historians could play an important role in educating others about that past. These publications would not be devoted to policy recommendations, but merely to summarizing the relevant history. If an acceptable process could be developed for producing high quality papers of this type, it might be possible to publish these in *The Accounting Historians Journal*, which could have two beneficial effects. First, it would provide a source of interesting new material for the journal. Secondly, it could dramatically increase broader external awareness of the Academy.

(ii) *Leveraging The Accounting Historians Journal*

It is possible that the journal is underexploited as a resource for promoting the broader discipline. Some possible innovations could include:

- Post-publication online discussions of papers. Is it possible to use the Internet to establish discussion boards regarding papers published in the journal? These could be useful vehicles for developing future research opportunities that follow from specific papers.
- Fully internationalizing the AHJ. I gather that much progress has been made in broadening the AHJ editorial board to include members from other countries. This should continue to be encouraged. While the journal would remain published in English, there may be ways we can help along potential authors whose native language is not English. For example, perhaps we can think of parallel processes that help non-English authors develop their papers before submission to AHJ? In this sense, can we identify experienced scholars who might be willing to donate some time by reading and helping improve papers before they are submitted? Perhaps the editors of AHJ could use this resource to obtain help with a promising paper before it is sent for formal review?

(iii) *Increasing market share with doctoral students & junior faculty.*

The demographics of the Academy need to be reversed, and there is only one way to do that — increase the membership among junior scholars. The Schoenfeld Scholarship is a move that will help in this area. Are there other things we can do to encourage junior scholars to pursue historical research? We can also try to pull in junior scholars who do

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not do history research per se, but have interests where knowledge of history could allow them to develop a unique comparative advantage. One way to do this would be to offer sessions at the AAA annual meeting as a Continuing Education Alternative. (I have had some preliminary discussions with others on how to implement this.) We could also figure out ways to make data available or lower cost to acquire — e.g., posting available data online for scholars to use in an Open Access format. These alternatives might also be useful in building bridges to “mainstream” areas where unrecognized links to history exist.

We also should consider such initiatives put forth in the 2007 Walker Report that are germane to this charge. Parts of the Walker Report that may be relevant include (but are not limited to) the following:

Measures to improve services to members given the research imperative in the global context:

Members to have *exclusive* access to the following:

- Most recent issues (last 12 months) of The Accounting Historians Journal.
- A comprehensive online newsletter (in place of the hard copy Notebook).
- An electronic bibliographic database of accounting history publications covering the international literature past and present.
- An electronic discussion group (such as H-net) in accounting history (and if there is demand, discussion groups for particular specialisms).
- An electronic working paper series.
- A comprehensive directory of members containing publication details and analysed by areas of interest and geographic location.
- A periodic review of literature in history of potential interest to accounting historians.
- Academy prizes, awards and scholarship.
- Academy research funding.
- Special negotiated rates for subscription to other accounting history journals and reduced conference fees.
- A set of defining credentials (if feasible).

Measures to improve administration and policy development:

- A central archive of Academy documents (minutes, committee reports etc.) to be maintained (as per the Strategic Plan, 1990-1994).
- The website, the public face of the organisation, to be redesigned, based in-house and maintained by the Academy manager.

In addition, members of this group should develop their own proposals. A few may be in the following domains:

TIMELINE FOR COMMITTEE ACTIVITIES & DELIVERABLES

(“Drop dead” dates for completion in **bold**)

The following describes the process to be used and the timetable we will adhere to.

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- 1) Straw poll on governance. I would like everyone to send me a “straw vote” of his/her preferences on the governance issue. Do you prefer that (1) the AAH remain largely a US institution (with possibly increased ties with AAA), (2) the AAH try to restructure itself as an independent organization with deep links to accounting historians in many countries, or (3) another option that does something different? Please also state the primary reason that supports your evaluation, and a brief description of the strength of your conviction about this — e.g., feel fairly strongly in support versus weaker support where your preference is ambiguous. Please provide these to me by **February 28**. I will then compile the responses into a single document (without names of the submitting party) and then re-distribute to the full committee.
- 2) Compile a list of initiatives. Could each of you send me a set of recommended initiatives that AAH might undertake in the future? Please include a brief description of what you are proposing, how that will extend the outreach of the Academy in building market share or better serving existing members, and the impediments to the initiative’s full implementation. Please also provide me these by **February 28**. As with the information in #1, I will compile these without regard to the submitting person’s identity and then re-distribute the full list to the entire committee.
- 3) After I send back these lists, and they have been discussed and digested, I will divvy up the group into two sub-groups. One of these sub-groups will be assigned to identify the two best initiatives from those submitted and develop a proposal for both to be considered by the membership. The other will try to craft a governance proposal about the future of the AAH that would be presented to the membership for consideration. I will ask each of you to volunteer for one of these two sub-groups. Based on this input, the sub-groups will be formed by **March 15** at the latest. In order to make sure both groups’ reports are coordinated, I will serve as a member of both sub-groups.
- 4) The draft of each sub-group’s report will be finalized and made available to the full committee by **May 15**.
- 5) After the two reports are digested by committee members, I will schedule one or more conference calls for the entire committee during either late May or early June. As a result of these discussions, revisions to the two reports will be made so that updated versions can be provided to all members by **July 1**.
- 6) Based on the discussion and possible votes of support at AAA meeting and any written feedback provided by members not attending the AAA annual meeting, formal proposals will be placed before the entire membership that will include detailed plans for implementation. This will be completed by **October 1**.